

ADMINISTRATIVE — INTERNAL USE ONLY

17 June 1964

MEMO FOR: Chief, BSD

SUBJECT : Comments on Supervision Program

Ben - We were glad to get the comments of your people on the program.

One point which appeared for the second time should be answered: your people believe that the Panel's questions and answers were canned. I can assure you and them of my personal knowledge that this is untrue. I helped to receive the questions and sort them into categories at the last session. They were not available to the Panel members before the Panel meeting except that I managed a preview for a few of the Personnel questions for Mr. Echols 15 minutes before the Panel show began.

There has been ONE canned question submitted. I prepared it to cover a point which we had been asked to include in the lecture and which we could not include. THIS QUESTION WAS NOT USED.

If there was any element of familiarity in the Panel's answers to any of the questions, I would say that this is explained by the fact that several of the questions used were carried over from the first program.

If your people want to know how senior people react to unexpected questions, they have seen them in operation!

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16 JUN 1964

MEMORANDUM FOR : Director of Personnel

SUBJECT : Critique - Supervisory Responsibilities Indoctrination

1. Eleven BSD employees, in grades GS-7 through GS-14, attended the Supervisory Responsibilities Program on 9 June 1964. This memorandum submits combined views of the group.

2. All of our supervisors felt that their attendance at this program (and absence from their jobs for the time involved) was well worth it. Not only did we feel that the program served as a timely reminder of our responsibilities as supervisors but the group also felt complimented that the Agency would invite them to such a program and devote many manhours to it. If for no other reason, therefore, than to be recognized as supervisors who have peculiar problems stemming from that supervisory role, our employees were pleased to have attended.

3. Other comments follow:

a. Comments on the overall program were favorable. The group agreed that having the Director of Personnel follow the Director of Central Intelligence gave a proper emphasis to Personnel's role in supervisory development. Moreover, the group agreed that the Medical Staff should be represented in any future programs. Notable again, however, was the absence of the Director of Training. All of our supervisors felt that since training of a subordinate employee is an important aspect of supervisory responsibility to that employee, training should be given some emphasis in any supervisory development program. Also, the group felt that the panel concept was good and should be continued. However, it was noted by almost all of our supervisors that the impetus of the day's program began to "fizzle" near the end and that there was a need for a specific "wrapping up" after the panel. It was suggested that someone else other than the Executive Director chair the panel and that the Executive Director could be the individual to close the program with a summation on the purpose of the program, what it intended to accomplish, the importance of proper supervision, etc., all of which would serve as a proper closing of the day's activities. While the Executive Director attempted to do this in his last few comments as chairman of the panel, we would like to see a specific portion of the program, the last half hour, devoted to a summation.

b. With reference to specific portions of the program, our supervisors were impressed with the content of the lecture presented by the Director of Personnel. He had a lot to say. We could have

profited, however, from additional examples or illustrations of some of the points he was making. We were disappointed in the content of the lecture by Chief, Medical Staff and felt that the last half of his talk consisted of vague, philosophical generalities that had very little relevancy to the medical aspects of supervision and which tended to weaken his participation in the program. Again, it was suggested that Chief, Medical Staff provide specific examples to illustrate his interest in supervisory performance and improvement. With the kinds of problems falling within the activity of the Medical Staff, we felt that his lecture could have been much more meaningful and helpful had he reduced his comments to terms that could be easily understood and had he complemented his comments with examples. It was this aspect that made the lecture by the Deputy Director for Support so interesting and effective. His sentences were short, understandable, and his illustrations specific. Our supervisors were very much impressed with the opportunity to see the "boss" in action and to hear directly from him what he expects of supervisors in the DD/S.

c. With respect to the panel, our supervisors got the impression that the questions and answers were "canned" and that the panel lacked the spontaneity of unexpected questions and extemporaneous responses. The point was made that since many of our supervisors face situations that call for a quick reaction without time for advanced preparation, that we could have profited from an observation of the panel members in action under the same situation.

4. Our supervisors welcomed the opportunity but now feel there should be some follow-up. One suggestion made was that the office head, in our case the Director of Personnel, could follow this program with a reduced version of his own. For example, the Director of Personnel might hold a meeting in the auditorium of all Personnel supervisors where they would have the opportunity to hear from him in more specific terms what is expected of Personnel supervisors and to raise with him and possibly a panel of Personnel Division Chiefs questions on which Personnel supervisors may need specific guidance. Such a meeting could be for just one or two hours duration but would tend to personalize the head of the office with his supervisory staff as well as to provide supervisors the opportunity to confront the head of the office.



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Chief, Benefits and Services Division